



Public Services during the Jokowi Administration: An Examination of High-Quality Services Delivery 2014 to 2016

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Abstract

The Government is entrusted with two fundamental tasks: crafting superior public policies and delivering public services of the utmost quality. The hallmark of a successful President lies in their ability to ensure that public services rendered under their administration are of impeccable quality. The objective of this study is to examine the quality and policies of public services under President Jokowi's leadership during the period of 2014-2016. The research employs a quasi-qualitative method, utilizing data sources consisting of representative phenomena. The findings revealed that public services during the Jokowi era did not meet the anticipated standards of quality. Consequently, this research proposes five strategic priorities for the future. First and foremost, it is imperative not merely to concentrate on public service provision but to spearhead a concerted effort towards establishing a pervasive culture of high-quality public services. Secondly, there is a pressing need to refine existing policies related to the development of public services, including assessment methodologies. Current policies are reflective of the developmental paradigm typical of emerging nations, characterized by a mindset prevalent in developing countries, particularly in Indonesia. Thirdly, there is a crucial need to elevate performance criteria from mere basic indicators to intermediate metrics that offer substantial

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value addition. Moreover, striving towards an 'advanced' level of service provision, one that is innovative and creates inherent value, is paramount. Fourthly, it is essential for the bureaucracy to shift its focus from mere reporting of service outcomes to a heightened emphasis on the functional aspects of service delivery. Lastly, fostering a collective public consciousness is pivotal. Public services ought to be perceived as a benevolent endowment from the Government to its citizens, surpassing the realm of rights and duties. This awareness is foundational to nurturing a society where public services are not just a transactional obligation, but a cherished privilege bestowed upon the populace by the Government.

Keywords: Public services, paradigm shift, service is a gift

INTRODUCTION

The Government is entrusted with two fundamental tasks: crafting superior public policies and delivering public services of the utmost quality (Nugroho, 1998). Therefore, building a high-quality public service ecosystem becomes a challenge for every President and Prime Minister around the world. High-quality public services result in productive bureaucracies and both profit and non-profit sectors in the public realm. The productivity is a keyword of the organization's competitiveness, either in business or in country (Porter, 1998). Only nations that exhibit high productivity levels are capable of becoming globally competitive and emerging as global champions.

In examining the quality of public services such as education, healthcare, security, transportation, energy, and businesses, we can make a direct comparison among developed nations like the United Kingdom, the Netherlands, Germany, Japan, South Korea, Hong Kong, Taiwan, Singapore, Australia, the United States, and Canada. These services are unparalleled, especially when contrasted with those in any developing nation, let alone impoverished and underdeveloped countries. Therefore, our premise is that public services reflect a nation's civilization: a quality nation is one that excels in the global arena, and the hallmark of a quality nation lies in the excellence of its public services. (Geertz, 1971; Hall, 1976; Cliton, 2011).

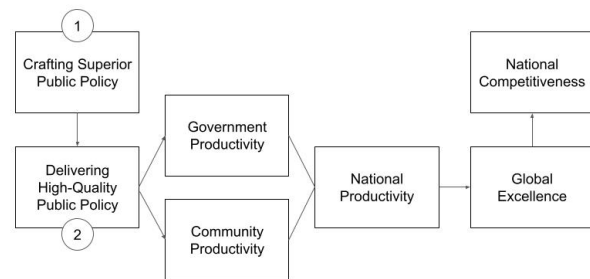


Figure 1. The Government's Fundamental Tasks in Public Policy (Source: Nugroho, 1998)

The Nawa Cita

The Joko-Widodo and Jusuf Kalla tandem outlined nine priority agendas if elected as the President and Vice President, referred to as Nawa Cita. These programs were designed to emphasize the path of change towards a politically sovereign, economically independent, and culturally distinct Indonesia. The nine programs are as follows:

1. Reinstating the State to Protect the Entire Nation: Through active foreign policy, reliable national security, and integrated national defense development (Tri Matra), grounded in national interests, the government aims to provide a sense of security for all citizens and strengthen Indonesia's identity as a maritime nation.
2. Establishing Transparent, Effective, Democratic, and Trustworthy Governance: The government will prioritize efforts to restore public confidence in democratic institutions. This involves continuing the consolidation of democracy through reforms in the party system, elections, and representative institutions.
3. Empowering the Marginalized Regions and Villages: Strengthening regions and villages within the framework of national unity.

4. Rejecting a Weak State: Reforms in the legal system to ensure a corruption-free, dignified, and trustworthy society.
5. Improving the Quality of Human Life: Enhancing education and training quality through the "Smart Indonesia" program, as well as promoting societal well-being through "Working Indonesia" and "Prosperous Indonesia" initiatives. This includes encouraging land reform and land ownership programs covering 9 hectares, as well as providing subsidized housing through programs like Kampung Deret and social security for the people in 2019.
6. Enhancing People's Productivity and International Competitiveness: Increasing productivity and competitiveness in the international market to advance Indonesia alongside other Asian nations.
7. Realizing Economic Independence: Mobilizing strategic domestic economic sectors.
8. Revolutionizing the Nation's Character: Restructuring the national education curriculum, emphasizing citizenship education. This includes proportional aspects of education, such as teaching the nation's history, patriotism, love for the homeland, the spirit of nationalism, and moral values within the Indonesian education curriculum.
9. Strengthening Diversity and Social Restoration in Indonesia: Strengthening diversity education policies and creating spaces for dialogue among citizens.

Reinstating the State to protect the entire Nation	Establishing transparent, effective, democratic, and trustworthy governance	Empowering the marginalized regions and villages
Rejecting a weak State	Improving the quality of human life in Indonesia	Enhancing people's productivity and international competitiveness
Realizing economic independence	Revolutionizing the Nation's character	Strengthening diversity and social restoration in Indonesia

Figure 2. Nine Priority Agendas by President Joko Widodo (Nawacita) (Source: id.wikipedia.org/wiki/Nawa_Cita, Visualized by the Author)

Providing genuinely high-quality public services is a central aspect of the second agenda, "Making the Government Present" or in public terms, ensuring the government's presence. In national political terminology, this concept is known as the omnipresent government, a government that is omnipresent, everywhere, but not as overseers spying on their people, but to ensure that no

citizen is left behind - no one left behind. In Indonesia, this concept of an omnipresent government can be observed in the implementation of the IKD (Identitas Kependudukan Digital) or Electronic Identity Card program. The IKD aims to create a single, integrated identification system for all citizens, ensuring that everyone has access to essential services and benefits. This initiative streamlines public administration, reduces fraud, and enhances population data accuracy, embodying the principle of an omnipresent government that serves all citizens inclusively and effectively. Citizens can quickly verify eligibility and receive assistance without delays, how the government's omnipresence through digital infrastructure can effectively meet public needs.

However, providing high-quality public services, which is the essence of the second agenda, essentially serves the achievement of the other eight agendas, without exception. Therefore, the delivery of high-quality public services becomes President Jokowi's pivotal commitment as it leverages towards all the promises he made to the Indonesian society. From 2014 to 2016, President Jokowi's administration prioritized high-quality public service delivery through key initiatives. The Jaminan Kesehatan Nasional (JKN) expanded healthcare to over 170 million Indonesians, while the Kartu Indonesia Pintar (KIP) reduced dropout rates by providing financial aid to students. Major infrastructure projects like the Trans-Java Toll Road improved connectivity, and e-government initiatives like LAPOR! enhanced transparency. The Kartu Keluarga Sejahtera (KKS) supported low-income families, contributing to poverty alleviation. These efforts collectively highlight Jokowi's commitment to inclusive development and fulfilling his promises to Indonesian society.

The Public Services

The decision by the Minister of Administrative and Bureaucratic Reform (Menpan) Number 81 of the year 1995 states that public services must adhere to principles (which can also be understood as criteria) of simplicity, clarity, certainty, security, transparency, efficiency, economy, and equal justice. These principles are to be accommodated in service provision. Ministerial Decree No. 63 of 2003 states that public services must adhere to principles of simplicity, clarity, accuracy, security, responsibility, completeness of facilities and infrastructure, ease of access, discipline, courtesy, and comfort.

Dwiyanto (2005) mentions three criteria: productivity, service quality, and responsiveness. Kumorotomo (1996) uses several criteria to assess the

performance of public service organizations, including efficiency, effectiveness, fairness, and responsiveness. Salim and Woodward (1992) evaluate performance based on economic considerations, efficiency, effectiveness, and service equity. According to Valarie Zeithaml et al. (1990), service quality can be measured in five dimensions: Tangible, Reliability, Responsiveness, Assurance, and Empathy.

There are three levels of public service performance criteria: basic, intermediate, and advanced. Basic-level criteria focus on service efficiency, with indicators similar to those in Ministerial Decree No. 38/2012 regarding the Guidelines for Assessing Public Service Unit Performance, namely quality, speed, ease, affordability, and measurability. Intermediate-level service criteria focus on value addition and are based on good governance criteria: transparency, fairness, equality, accountability, responsiveness, and public participation. Advanced-level criteria involve value creation. Advanced service quality criteria are based on three indicators: achieving user-friendliness (pro-user), improving public productivity (pro-productivity), and optimizing all existing technological resources (pro-technology) (see Amstrong, 2009).

Additionally, there are performance criteria that refer to global standards, one of the most recommended being the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) method, which evaluates seven categories: Leadership, Strategic Planning, Market and Customer Focus, Measurement, Analysis, and Knowledge Management, Workforce Focus, Process Management, and Performance Excellence.

METHOD

The method employed in this research is quasi-qualitative with a duration spanning two years, from 2014 to 2016. This period was chosen due to limitations in the research data sources. The use of quasi-qualitative method in this research refers to a paradigm shift in perceiving a reality or phenomenon. The quasi-qualitative research approach is applied as a research tool from problem identification, data collection, to data analysis (Bungin 2017). The research, in terms of its analytical level, is characterized as descriptive research. Descriptive research is designed to collect information about real-world conditions. Its purpose is to depict the nature of a situation occurring at the time of the research and examine the causes of specific phenomena. The obtained results consist of facts derived from representative phenomena, aiming to inform further actions or decisions.

There are several steps involved in conducting qualitative research (Bungin 2020): 1) Searching the problem, 2) Literature Review, 3) Founding Gap, 4) Constructing hypothesis, 5) Planning data sources, 6) Constructing data collection methods, 7) Using a theoretical framework, 8) Data Collection, 9) Keep a diary, transcript, coding, themes, categorization and memos, 10) Trying to find new sources of information, 11) Triangulation, 12) Constructing Theory, 13) Confirm theory, 14) Construct new theory.

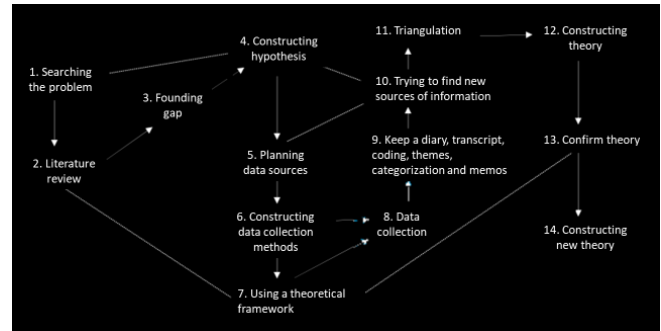


Figure 3. Steps in Conducting Qualitative Research (Source: Bungin, 2020)

RESULT AND DISCUSSION

The Concern for High-Quality Services

On Monday, November 22, 2016, during the opening of the Coordination Meeting for the Determination and Awarding of Appreciation to Public Service Agencies (BLU) at the State Palace, President Joko Widodo (Jokowi) stated that he had long heard complaints from the people that government agency services are often associated with slowness and complexity.

"This is a matter of perception, but there is a lot of truth to it. Unpleasant service environments, service personnel who never smile, appear frowning, unfriendly, and lack professionalism. Complaints from the public, such as these, make the service centers provided by the government less competitive compared to the services offered by the private sector. This is a fact that we must accept. Moreover, nowadays, the people are becoming more critical, often responding to the public services provided by the government. It is very easy for the people to respond now. As soon as there is poor service, it spreads on social media. Some take the form of videos, some in the form of comments, and this cannot be prevented now. Anything, it is very easy. If someone provides service with a frown, suddenly their gloomy face is all over social media. There are many instances like that. It's the same on Instagram; suddenly there's a photo, and it's online," said President Jokowi (Ihsanuddin, 2016).

The statement was made by President Jokowi eight months after the Saiful Mujani Research and Consulting National Survey in March 2016, which was presented to the public in Jakarta on April 17, 2016. The survey indicated that the credibility of President Jokowi's government continued to strengthen, with research results showing that 72% of the public had confidence in President Jokowi's ability to lead Indonesia. When he was inaugurated as President, the confidence level of the public was at 75%, experienced a sharp decline in June 2015 to 55%, and then in December 2015, 63% of the public had confidence in Jokowi's leadership abilities, which later recovered to 72% in 2016. The most positive evaluations from the public were given to the government's performance in building public roads (71%) and providing affordable healthcare services (61%). Other positive ratings were given for the availability of medicines (46%), accessible schools and universities (43%), and public transportation (43%). Regarding the handling of drug issues, 44% believed Jokowi's performance was getting better, while 18% believed it was deteriorating. In terms of wealth distribution, 30% believed it was improving, and 15% believed it was worsening. Furthermore, 47% of the public stated that Jokowi's performance in promoting equality had improved from the previous year, while 6% believed it had worsened (Saiful Mujani Research and Consulting (SMRC), 2016).

At that time, with good service performance, President Jokowi provided a brief, simple, and straightforward comment: "Our task is to work day and night, day, night, morning. Then, it is the people who evaluate. Our task is to work. Who are we? Well, I am, Vice President, ministers, and those under them. Our task is to work. As for the assessment, it is left to the people. Some might be good, some might be just enough, but there are still shortcomings. It is our duty to improve what is lacking, what is not yet good. Internally, the President continues to evaluate the performance of the ministers below him. This evaluation is ongoing. It is done every day, every week, every month." (Antara, 2016).

During the meeting with the heads of BLUs in November 2016, the President also emphasized that in today's world, which is truly open and where people are increasingly aware of their rights, public expectations regarding the quality of public services will rise as people become more conscious about paying taxes. Measures for improvement must be taken. If public service centers do not want to change, do not want to improve, and do not want to reform, the President assured that these centers will be abandoned by the citizens, will be left behind by

the public. According to the President, not only will they lag behind compared to private services, they will also lose in competition against services provided by centers that might be owned by foreign entities. The President provided the following advice:

"The key lies in willingness. The willingness to change, the willingness to improve, the willingness to rectify, because openness in competition is not something we should fear. Instead, if used as an opportunity for improvement, it will enhance our services in the future. For example, in the 1970s and 1980s, if we compared the quality of our state-owned banks with private banks, let alone foreign banks, they were far behind. But with competition and the existing openness, our state-owned banks now win in that competition and can surpass private and foreign banks. It means that if we are willing, we can achieve it (Tambak, 2016).

The transformation into BLUs should not only be viewed as a mere change in technical aspects of financial reporting and accountability. That's not the goal here. It should be seen as an opportunity to implement efficient management governance, which is more efficient and productive. With the BLU format, public service institutions will have a larger space, greater autonomy, and more flexibility compared to before, making them more agile and adaptable (Tambak, 2016).

Therefore, don't rush to become BLUs without any improvement in services; that would be meaningless. If we change, it means services must be better. I hope this transformation becomes a significant milestone for implementing high-quality service standards. Furthermore, the transition to BLUs can also be seen as an opportunity to uphold healthy business principles, similar to those commonly practiced by private corporations, without losing its primary mission of providing services to the people, to the society.' (Tambak, 2016).

President Joko Widodo instructed that all public services should be expedited within a matter of hours, as stated by Cabinet Secretary Pramono Anung. Services within this timeframe should be applicable from the central level down to local administrations, be straightforward, timely, predictable, and easily accessible to the public. During a meeting, President Jokowi addressed issues related to passport processing, national identification cards (KTP), land certifications, driving licenses (SIM), vehicle registration certificates (STNK), vehicle ownership certificates (BPKB), birth certificates, and marriage certificates. He noted that these services were excessively time-consuming and needed improvement. To address this, the President directed the formation of a special team to enhance public services and eliminate practices hindering these services. Specifically, the Cabinet Secretary stated that President Jokowi would

personally inspect these matters in the field. Previously, among the public services that had been expedited were permits processed by the Indonesia Investment Coordinating Board (BKPM). Jokowi praised BKPM for reducing the permit process duration from several months to just 3 hours (Iqbal, 2016).

The President's statement in November 2016 came precisely a year after a survey conducted by the Institute of Political Climatology (LKP) in November 2015, which indicated that one of the successes of Jokowi's first year in office was the improvement in public service bureaucracy. In this first year of Jokowi's administration, the public service bureaucracy performed even better than the previous government. According to LKP's findings, the majority of respondents, 44.3 percent, perceived an improvement in public service bureaucracy after one year of Jokowi-JK's administration. 42.8 percent felt it remained the same, and 10.5 percent considered it worse. In the May 2015 survey, conducted during the previous president's term, 16.7 percent of the public thought that public service bureaucracy was deteriorating. High public satisfaction was attributed to Jokowi-JK's effective reduction of bureaucratic hurdles in public services. For example, free healthcare and education services were easily accessible to the public due to the Indonesian Health Card (KIS) and the Indonesian Smart Card (KIP). This increased satisfaction was credited to the performance of ministers directly involved in public services, such as Minister of Social Affairs Khofifah Indar Prawansa, Minister of Education Anies Baswedan, and Minister of Administrative and Bureaucratic Reform Yuddy Chrisnandi. These three ministers were perceived as performing well by respondents (Wikanto, 2015).

However, President Jokowi expressed dissatisfaction with these formal indicators. He used his signature method, "blusukan" (impromptu visits), to assess the situation. It was noted that the distribution of the Indonesian Smart Card (KIP) was not precise, and educational infrastructure was still lacking. Out of 1.8 million classrooms, only 466,000 were in good condition. Furthermore, out of 212,000 schools, approximately 100,000 lacked proper educational equipment (Lumanauw, 2016). In contrast, Jokowi claimed that the distribution of the Indonesian Health Card (KIS) was excellent. "I personally checked the KIS distribution, and it was above 95% accurate because every class in the hospitals, they all had the card," stated the President.

The Criticism of Public Services

Despite the commendable reports, the Ombudsman of the Republic of Indonesia (ORI) reported that, as of

November 25, 2016, they had received 8,185 complaints regarding public services provided by state and government agencies, both at the central and local levels. Three institutions received the most complaints: Local Governments (Pemda), the Police, and State-Owned Enterprises (BUMN)/Regional-Owned Enterprises (BUMD). In terms of provinces reporting complaints, Lampung Province and DKI Jakarta occupied the highest positions in the received reports.

According to the results of a compliance and competence assessment survey conducted by the Ombudsman of the Republic of Indonesia from May to October 2016, 78.41 percent of 2,000 public service units did not involve the public in the development of public service standards (Ombudsman RI, 2016). This is in contrast to Law Number 25 of 2009 concerning Public Services, which mandates ministries/agencies/local governments to involve the public in setting public service standards. It is important to pay attention to whether these public service units involve the public in the establishment of service standards. This is crucial for increasing public participation and strengthening oversight. From the survey, it was found that 60.73% of public service units in Indonesia did not conduct satisfaction surveys among the public (Ombudsman RI, 2016). However, such surveys are essential indicators for service units to evaluate and enhance the quality of public services.

The compliance assessment of service attributes by the Ombudsman of the Republic of Indonesia involves evaluating ministries/agencies/local governments' adherence to public service standards as stipulated in Indonesia's Law 25/2009 concerning Public Services. In 2016, the Ombudsman of the Republic of Indonesia assessed 12,000 public service products in 25 Ministries, 15 Institutions, 33 Provinces, 85 Districts, and 55 Cities. This year, the number of entities surveyed by the Ombudsman increased compared to 2015, covering 22 Ministries, 15 Institutions, 33 Provinces, 64 Districts, and 50 Cities.

Summary results of the Compliance Assessment Survey conducted by the Ombudsman of the Republic of Indonesia indicate that 44% or 11 Ministries were in the green zone, indicating high compliance with public service standards according to Law 25/2009 concerning Public Services for public service units at the Central Government level. Institutions: 66.67% or 10 Institutions were in the green zone, indicating high compliance with public service standards according to Indonesia's Law 25/2009 concerning Public Services for public service units at the Central Government level. Provinces: 39.39% or 13 out of

33 Provinces were in the green zone, indicating high compliance with public service standards according to Indonesia's Law 25/2009 concerning Public Services for public service units at the Local Government level. Districts: 18% or 15 out of 85 Districts were in the green zone, indicating high compliance with public service standards according to Indonesia's Law 25/2009 concerning Public Services for public service units at the Local Government level. Cities: 29% or 16 out of 55 Cities were in the green zone, indicating high compliance with public service standards according to Indonesia's Law 25/2009 concerning Public Services for public service units at the Local Government level.

The focus on improving the quality of public services by President Joko Widodo is highly justified given the two main tasks of the Government: building superior public policies and providing high-quality public services (Nugroho, 1998). First and foremost, the assessment of public service quality often emphasizes formal institutional measures, as regulated through the Minister of Administrative and Bureaucratic Reform (PANRB) Regulation No. 38/2012 concerning the Guidelines for the Assessment of Public Service Unit Performance.

In this guideline, several keywords need careful consideration. Public service is defined as activities or a series of activities aimed at fulfilling the needs of services in accordance with the laws and regulations for every citizen and resident regarding goods, services, and/or administrative services provided by public service providers. Service standards are benchmarks used as guidelines for service provision and references for assessing the quality of services as the obligation and promise of service providers to the public for services that are high-quality, fast, easy, affordable, and measurable. Standard Operating Procedures (SOP) are a set of written instructions standardized for various government administrative processes, specifying how and when they must be done, where, and by whom. Public Service Providers, hereinafter referred to as Service Providers, are any state institutions, corporations, independent institutions established by law for public service activities, and other legal entities formed solely for public service activities. Government Agencies are ministries, institutions, and regional governments. Supervisors are leaders of state institutions, leaders of ministries, leaders of non-ministerial institutions, leaders of state commissions or similar entities, and leaders of other institutions, governors, regents, and mayors. Public Service Units are work units within government

institutions providing services to the public. The performance of Public Service Units refers to the level of success of service units in providing services to the public. The Central Assessment Team is a team formed by the PANRB Ministry consisting of officials from the PANRB Ministry and other related institutions, universities, NGOs, and mass media, or other designated institutions, for assessing the performance of service units, appointed by the Minister of PAN and RB. The Agency Assessment Team is a team formed by each Ministry/Institution, Provincial Government, and District/City Government to assess the performance of public service units within their respective jurisdictions, consisting of elements related to public service implementation.

The assessment instruments include the components and indicators for assessment (Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2012):

1. Vision, mission, and service motto (5%).
2. Service Standards and Service Information (25%).
3. Systems, Mechanisms, and Procedures (10%).
4. Human Resources (17%).
5. Facilities and Infrastructure (8%).
6. Handling of Complaints (10%).
7. Community Satisfaction Index (10%).
8. Public Service Information System (7%).
9. Productivity in achieving service targets (8%).

These measures ensure that public service delivery adheres to the set standards and constantly strives for improvement, aligning with the President's commitment to enhancing the quality of public services provided to the Indonesian people.

The formal-institutional performance measurement methods actually negate the fact that the instruments are already good, but the measurement itself is biased. It is stated that the service standards consist of five indicators:

1. Quality
2. Speed
3. Ease
4. Affordability
5. Measurability

It can be said that in terms of service indicators, the quality of public services in Indonesia is still at the basic level, not yet reaching the intermediate and advanced levels. Although the focus is only on these five basic service indicators, in actual service performance measurement, the scores from these five indicators contribute only 10%, which is from the "public satisfaction index" indicator. This means that the policies governing the measurement methods themselves have been biased to

avoid measuring what should be measured. Therefore, it is highly acceptable if President Jokowi has his "own methods" to improve the quality of public services. At least three methods are used to enhance the quality of public services:

1. Through "field visits" to obtain real-time and authentic data from the public.
2. By implementing "shock therapy" in the form of surprise inspections to address poor services, such as the case of "corruption in the Ministry of Transportation."
3. By asking "direct and straightforward questions" to bureaucratic/public service leaders, ensuring that they "know what they are doing, which is serving the public."

President Jokowi's proactive approach to enhancing public service quality in Indonesia employs a variety of strategic methods, each designed to yield measurable improvements and accountability. Methods to improve public service quality through field visits, surprise inspections, and direct questioning are not only practical but also highly measurable. Field visits enable him to gather firsthand data from citizens and stakeholders, facilitating immediate understanding of service deficiencies and needs. For example, in education, these visits have led to targeted improvements in school infrastructure and teaching quality, evidenced by increased enrollment rates and educational outcomes. Surprise inspections serve as effective shock therapy, particularly in combating corruption within government agencies like the Ministry of Transportation, providing measurable outcomes in transparency and compliance. Additionally, direct questioning of bureaucratic leaders ensures clarity and accountability in service delivery goals, leading to improved responsiveness and effectiveness. These methods are integral to President Jokowi's commitment to measurable improvements in Indonesia's public service sector, aligning actions with tangible outcomes and public satisfaction metrics.

Building a High-Quality Public Services

There are three steps to building high-quality public services. First, there must be a correct and comprehensive understanding of public services within the government, especially among leaders and policy makers, as well as among the public who are the recipients of these services. Government leaders and officials need to have five key understandings:

1. Differentiating between two types of government organizations: Public service and non-public service. Almost all central and provincial

government organizations are not public service organizations, so there is no need to overly emphasize public service issues. On the other hand, most local government organizations and public service units are genuine public service units and should receive special attention to ensure the government's presence – as an embodiment of the second goal.

2. Public service is a primary task that should not be easily outsourced to others. Policies such as public-private partnerships, new public management implementation, and principal-agency practicing theory should not be immediate solutions to solve problems. Basic services should not be privatized. Basic services include:
 - a. Citizenship services
 - b. Social and health services
 - c. Public safety services
 - d. Justice and legal protection services
 - e. Basic public services, such as urban piped water services and waste management services
 - f. Basic public mobility services, such as mass public transportation
 - g. Basic environmental protection services, including green and blue open spaces, especially in urban areas, and environmental conservation in rural areas.
3. Public service is not a right of the people, but a government obligation. As an obligation, if the government succeeds, it should not boast.
4. Public service is not a government duty, but an honor for the government. As an honor, no additional fees or performance bonuses are demanded to perform it.
5. Public service is not continuous "social charity." Policies involving money transfers to the public implemented since the previous Indonesian President's era are carefully evaluated.
6. Public service is compensation for taxes and every payment made by the people to the state. Only in colonial states are taxes collected without any compensation. Tax increases are applied when public services are improved. Tax officers' salaries can be high if public service nationally is good.
7. Quality of public service should be evaluated by the people or its users, not by the institutions above them.
8. Performance of public services becomes the criteria for the President's treatment of subordinates, and so on.

9. The DPR (People's Consultative Assembly) and regional DPRD (Regional People's Consultative Assembly) collaborate with the public to actively monitor the quality of government public services, becoming critical and constructive working partners for the executive.

The public needs to have three understandings:

1. Government is managed by ordinary humans, so if mistakes occur, they should be tolerated to a certain extent. The public must be willing to be partners in improving public services, not just complaining, getting angry, and being critical like spoiled children.
2. Public service is an interplay between the government and the citizens. Each party has a share of responsibility, including the responsibility not to trade public services by becoming intermediaries, which eventually creates rent or bribery.
3. There are levels of public services that cannot be reached by government institutions alone. Therefore, the public needs to be watchdogs of the Government, and the Government must be willing to engage the public as partners.

After understanding, the next task is to develop strategies and implementation plans. This is a conceptual process and is not a problem as long as the values advocated are correct and good; the values present in the understanding. After developing strategies and implementation plans, the next step is to manage their execution. This is the task of bureaucratic practitioners. In these two steps, we can explore the dimensions of public policy and management strategies, including strategies such as the balanced scorecard and performance-based bureaucracy, among others. These subsequent steps will be discussed at some point, in discussions that are managerial and operational in nature, after we have completed the philosophical and ethical discussions in the current discussion.

CONCLUSION

Recent Experience, Future Agenda

President Jokowi has brought a "breath of fresh air" in building high-quality public services. Firstly, President Jokowi has significantly improved the quality of public services in Indonesia through his unique background and diverse leadership experiences. Starting as an ordinary citizen and small business owner, he gained firsthand insight into public service challenges. As mayor of Surakarta, he streamlined bureaucracy and engaged directly with citizens. As governor of Jakarta, he tackled

severe issues like flooding and traffic congestion with infrastructure projects like the MRT system. His leadership emphasizes efficiency, accessibility, and continuous improvement, fostering a culture of accountability and innovation. This commitment is crucial for building a more equitable and prosperous Indonesia.

Public policy is the responsibility of local governments and every service implementation unit at the regional level. Therefore, every Minister and central government official should not excessively create service policies. The central government should direct regional governments to create innovative public services linked to performance incentives, thus burdening Regional Governments in completing routine public service tasks and being trapped in "new tasks" related to "performance incentives." Meanwhile, there are regional heads who are able to provide innovative and quality public services. These leaders, such as those from Bantaeng, Banyuwangi, Surabaya, to Bandung, end up in the same building, "Sukamiskin Prison."

Therefore, there are five future agendas for President Jokowi's government. First, do not stop focusing on public services. If necessary, create a mainstream movement for quality public services. In Malaysia, bureaucratic reform had a slogan about public services: "People First, Performance Now." The public needs to support the President in building a culture of quality service. Ultimately, public services reflect the nation's civilization: a quality nation is a nation that wins in the world arena, and a quality nation is characterized by its quality public services.

Second, improve existing public service development policies, including assessment methods, because the current policies are typical of developing countries with a developing country mindset. Indonesia is a developed country, so it should have a developed country mindset. Being developed means not just adopting theories and practices from Western Europe, North America, Australia-New Zealand, but also combining Western concepts with indigenous concepts. This means that the state governance policies based on the civil service based on pure new public management theories need to be rigorously evaluated and perfected. Indonesia is Indonesia; it will thrive by being Indonesia, not by becoming another country. Japan succeeded because it was Japan. The same goes for South Korea, China, Taiwan, Singapore, and other successful Asian countries.

Third, raise the performance criteria from just "basic indicators" to intermediate indicators that add value, and to advanced indicators that create value. If

possible, use global standards such as the Baldrige Performance Excellence Criteria or Malcolm Baldrige Criteria for Performance Excellence.

Fourth, the bureaucracy should focus more on service functions than on reporting service results. Three visible examples are: first, the long time it takes to process accountability reports (SPJ) when a department travels outside the city/country, reaching 44 report files in one trip; second, a bureaucratic reform performance report I once found was 2 meters long, 2 meters wide, and 1 meter high; and performance reports of government agencies (LAKIP) that require long working hours, are relatively less concise, and are underutilized. Outside of these, there are numerous reporting tasks that confine most bureaucratic energy to their desks rather than providing services to the public.

Fifth, build public awareness, especially in educational institutions in Indonesia, without exception, starting from early childhood education, elementary schools, junior high schools, senior high schools, and universities, even vocational training institutions. Public services are a gift from the Government to the people, more than just a right or obligation of the Government, as stated in the Public Service Law, the basic policy that actually dries up public services. This is the paradigm shift in public policy that we need, one that is expected to become the foundation for the development of national knowledge, practices, and learning in public services.

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